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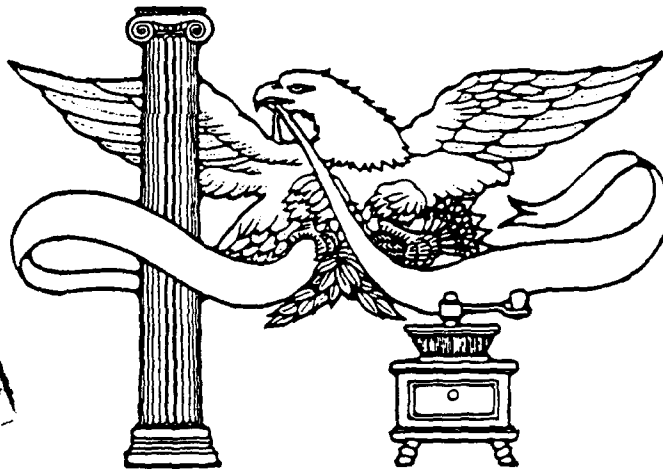


# DEPARTMENT OF DEFENSE

Assistant Secretary, of Defense  
(Force Management and Personnel)  
(703) 697-4045

AD-A268 119

## MORALE, WELFARE, and RECREATION PROGRAM OVERVIEW



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Office of the Assistant Secretary of Defense  
(Manpower, Installations, and Logistics)

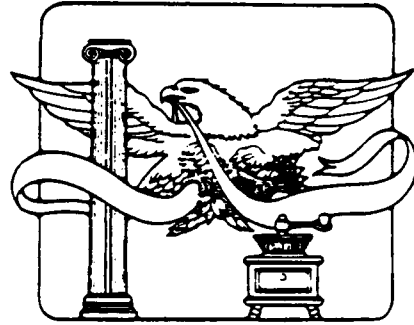
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This booklet is designed to provide an overview of Department of Defense Morale, Welfare, and Recreation programs including fundamental general management and specific program objectives. The resource/information guide with applicable service addresses and telephone numbers should be valuable to MWR personnel to promote exchange of ideas and information both within and among the respective military services.

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# TABLE OF CONTENTS



Message .....	3
Introduction .....	5
General Management Principles .....	7
Overview of MWR Programs .....	9
Arts and Crafts .....	11
Sports and Athletics .....	12
Bowling .....	13
Open Messes .....	14
Military Exchanges .....	15
Community Recreation .....	16
Outdoor Recreation .....	17
Child Care .....	18
Youth Programs .....	19
Libraries .....	20
Special Interest Groups .....	21
Golf .....	22
Aquatics .....	23
Music and Theater Activities .....	24
Resources Guide .....	25
Assistant Secretaries for MWR Programs .....	27
Defense Agencies .....	28
Arts and Crafts .....	29
Audio Visual Aids .....	30
Child Care .....	31
Civilian Referral Offices .....	32
Civilian Welfare and Recreation Activities .....	34
Exchanges .....	35
Libraries .....	36
Military Entertainment .....	37
Armed Forces Professional Entertainment .....	37
MWR Programs .....	38
Motion Picture Services .....	39
Non-Appropriated Fund Procurement .....	40
Open Mess and Packaged Beverage Stores .....	41
Quality of Life .....	42
Recreation Services .....	43
Service Personnel Offices .....	44
Sports, Athletic Programs, and Outdoor Activities .....	45
Training Materials .....	46
MWR Construction .....	48
Youth Programs .....	49

# MESSAGE

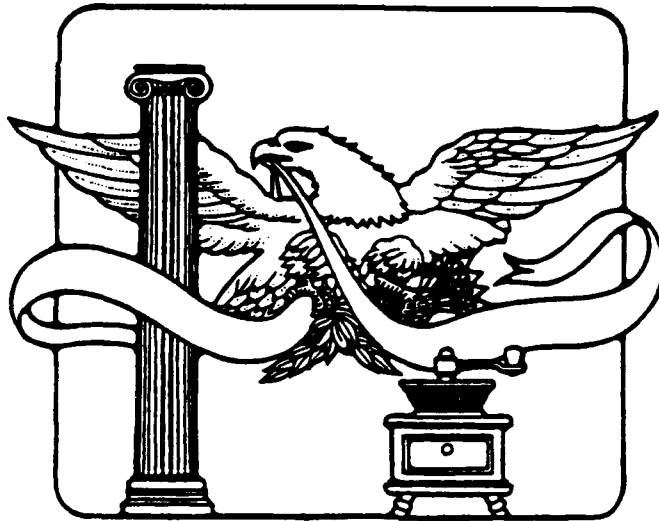
## From the Assistant Secretary of Defense For Manpower, Installations, and Logistics

The Department of Defense Morale, Welfare, and Recreation (MWR) Program impacts on approximately nine million people—to include active duty, reserve, and retired military personnel; civilian employees; surviving spouses of military personnel who died on active duty; and dependents. Some MWR activities are provided on virtually all of the 911 DoD installations in the United States and the 360 installations in 29 foreign countries and U.S. territories. Total program costs, exclusive of cost of goods sold, approximate \$4 billion—\$2½ billion in nonappropriated funds and \$1 billion in appropriated fund support. These activities employ approximately 232 thousand people—8,500 military personnel, 8,700 appropriated fund civilian employees, and nearly 212,000 non-appropriated fund employees. The magnitude and the importance of this program to our defense communities impels all commanders and managers to insure that MWR services are delivered to authorized users and patrons in the most cost effective manner.

This booklet is intended to provide a program overview and to serve as a resources guide.

Comments or questions regarding the applicability of this booklet and all suggestions for additions or changes may be addressed to my office, Attn: DASD(MP&FM), Room 3C975, Pentagon, Washington, D.C. 20301.



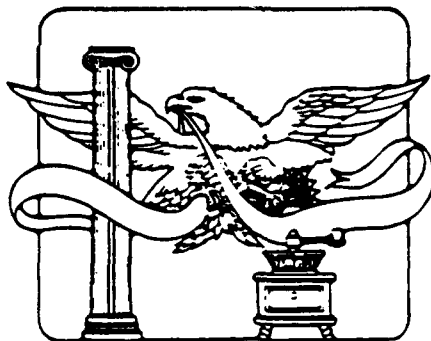


## INTRODUCTION

Recognizing that quality morale, welfare, and recreation (MWR) programs contribute significantly to the quality of life in the military community and directly relate to recruitment and retention of military personnel, the Department of Defense, as mandated by law, advocates a comprehensive MWR program with activities that:

- Maintain a high level of esprit de corps; enhance job proficiency; contribute to military effectiveness; aid in recruitment and retention by making military service an attractive career; and aid service personnel in the transition from civilian to military life.
- Promote and maintain the physical, mental, and social well-being of military members, their families, and other eligible members of the military community.
- Encourage constructive use of off-duty leisure time with opportunities for acquiring new talents and skills that contribute to the military and civilian community.
- Provide community support programs and activities for military families, particularly when the service member is on an unaccompanied tour or involved in armed conflict.

It is the responsibility of military commands to create, maintain, and support comprehensive, quality MWR programs, services, and activities that meet the changing needs and interests of the military establishment; that are flexible to meet unique geographic requirements; and that take into consideration the evolving social and economic environment.



## GENERAL MANAGEMENT PRINCIPLES

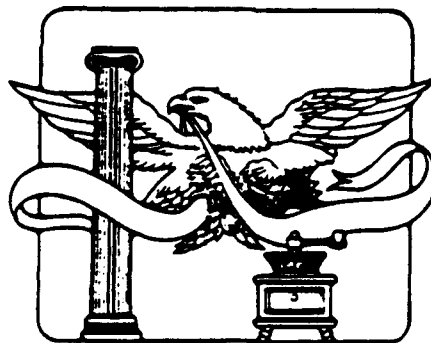
In order to continue to provide the finest quality MWR programs available within existing resources, local institutions should insure effective management by continuous examination of:

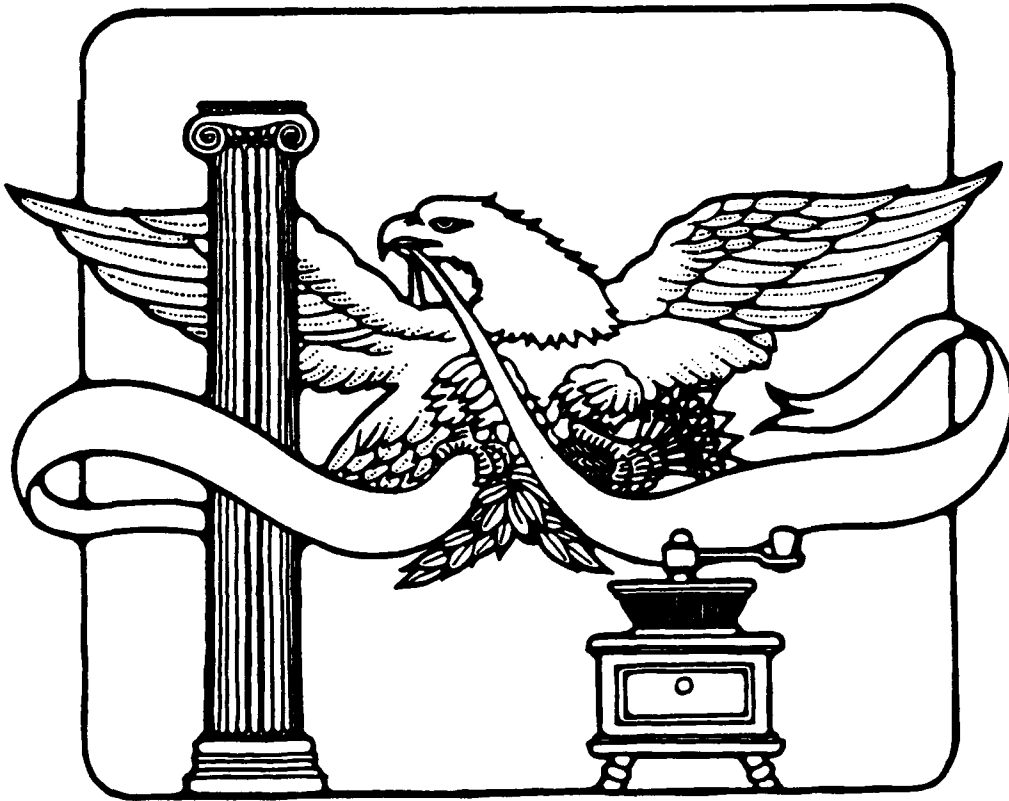
**A. Personnel.** Personnel costs may be minimized through effective labor scheduling and, where applicable, use of temporary, intermittent, or part-time employees; contract personnel to conduct instructional courses; and volunteers.

**B. Patron Needs.** A short- and long-term strategic marketing plan that begins with a patron needs assessment enables management to develop, revise, or eliminate MWR programs based on identified needs and interests.

**C. Fiscal Management.** Adherence to budgeting guidelines, implementation of strict cost control and internal controls, and husbandry of resources all provide a sound financial base for cost effective programs.

**D. Existing Resources.** An inventory of existing MWR programs both on and off base may identify potential areas of cooperation between the installation and the local community to preclude unnecessary duplication.

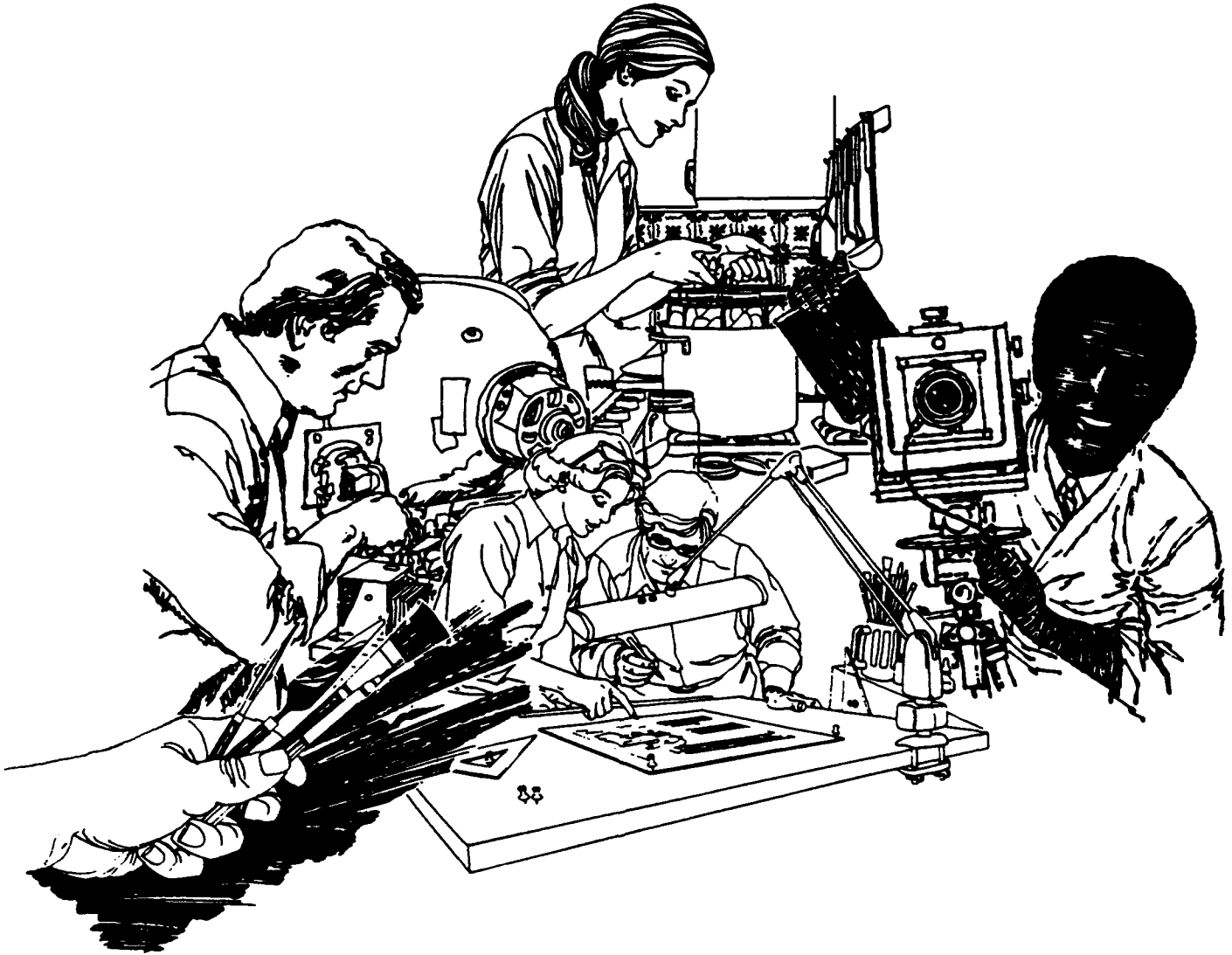




## **Overview of MWR Programs**

# ARTS AND CRAFTS

Arts and crafts programs provide a wide range of instructional and self-directed arts and crafts, vocational activities, and services that include:



- Fine and applied arts, handicrafts, photography, contests, and exhibits.
- Automotive, electronic, home repair, industrial arts, conservation, and other activities that combine vocational education with leisure activity and self-sufficiency improvement.
- Sales store operations that support these programs.



# SPORTS AND ATHLETICS



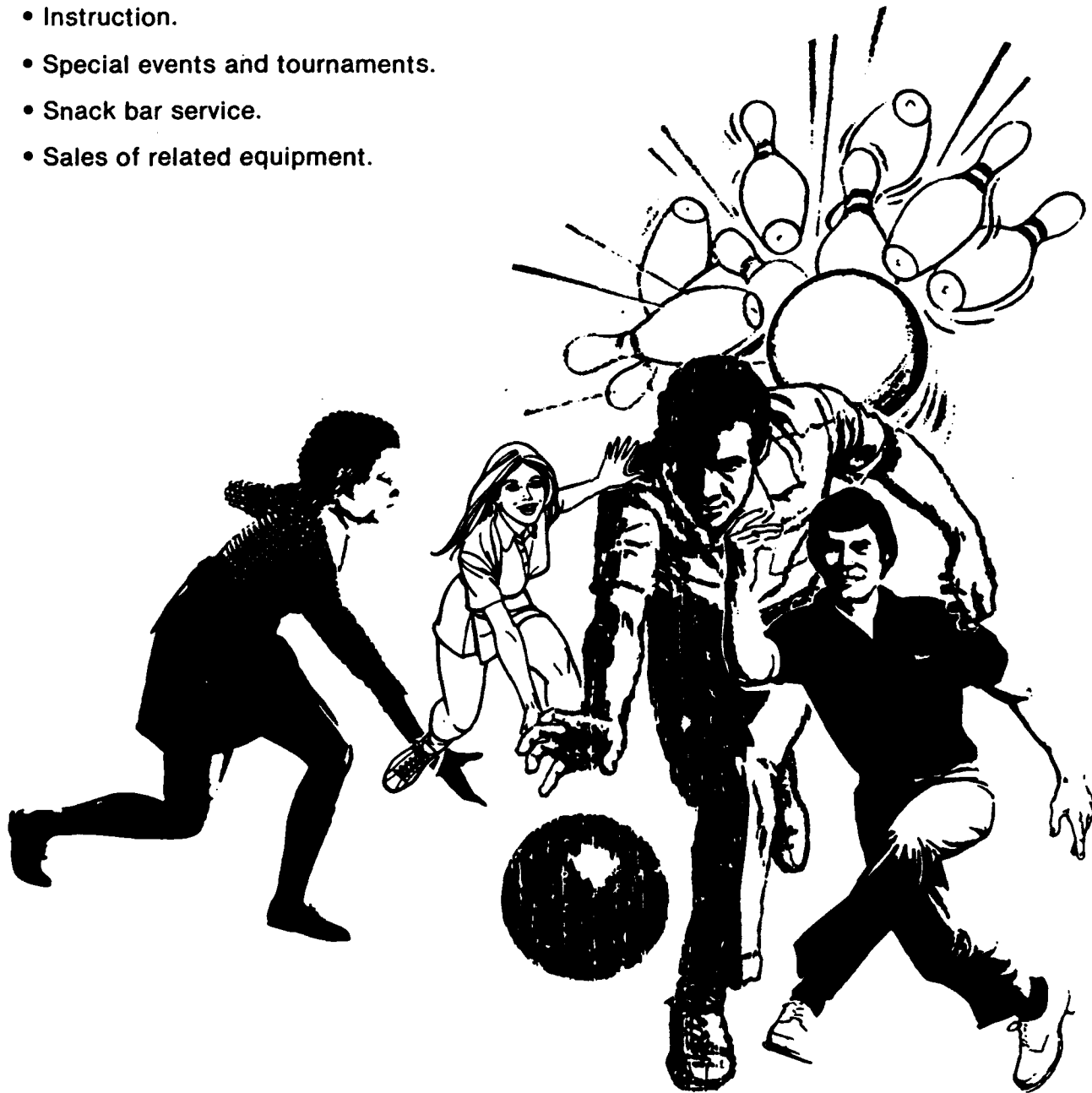
Sports and athletics provide opportunities for increased physical, psychological, and social well-being through participation in self-directed and supervised sports programs. They emphasize fitness and military appearance. They include:

- An extension of structured physical fitness programs.
- Individual and dual sports programs as well as team sports.
- Instruction in individual and group sports activities at all levels of ability.
- Opportunity for co-ed recreational activities.
- Organized competition for men and women at intramural and intermural levels, with the opportunity for gifted athletes to progress to interservice, national, and international competition.

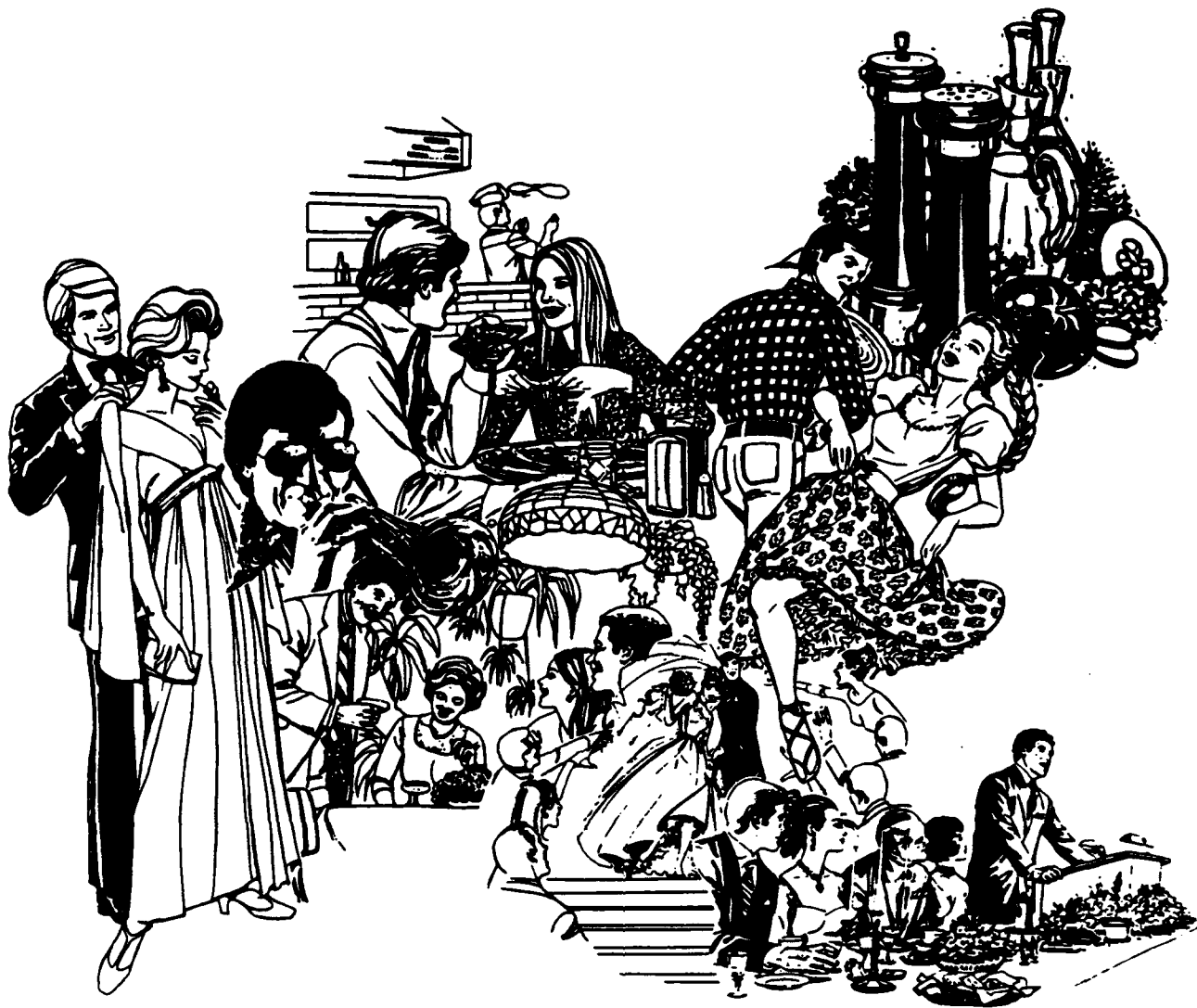
# BOWLING

Bowling provides indoor social recreation and activity. It includes:

- Organized leagues and open events.
- Instruction.
- Special events and tournaments.
- Snack bar service.
- Sales of related equipment.



# OPEN MESSES



Open messes provide quality leisure dining blended with social interaction. They:

- Serve official function and social recreation needs.
- Provide a meeting place for community relations programs.
- Furnish essential feeding when (if) required.

# MILITARY EXCHANGES

Military Exchanges are merchants to the military community. They:

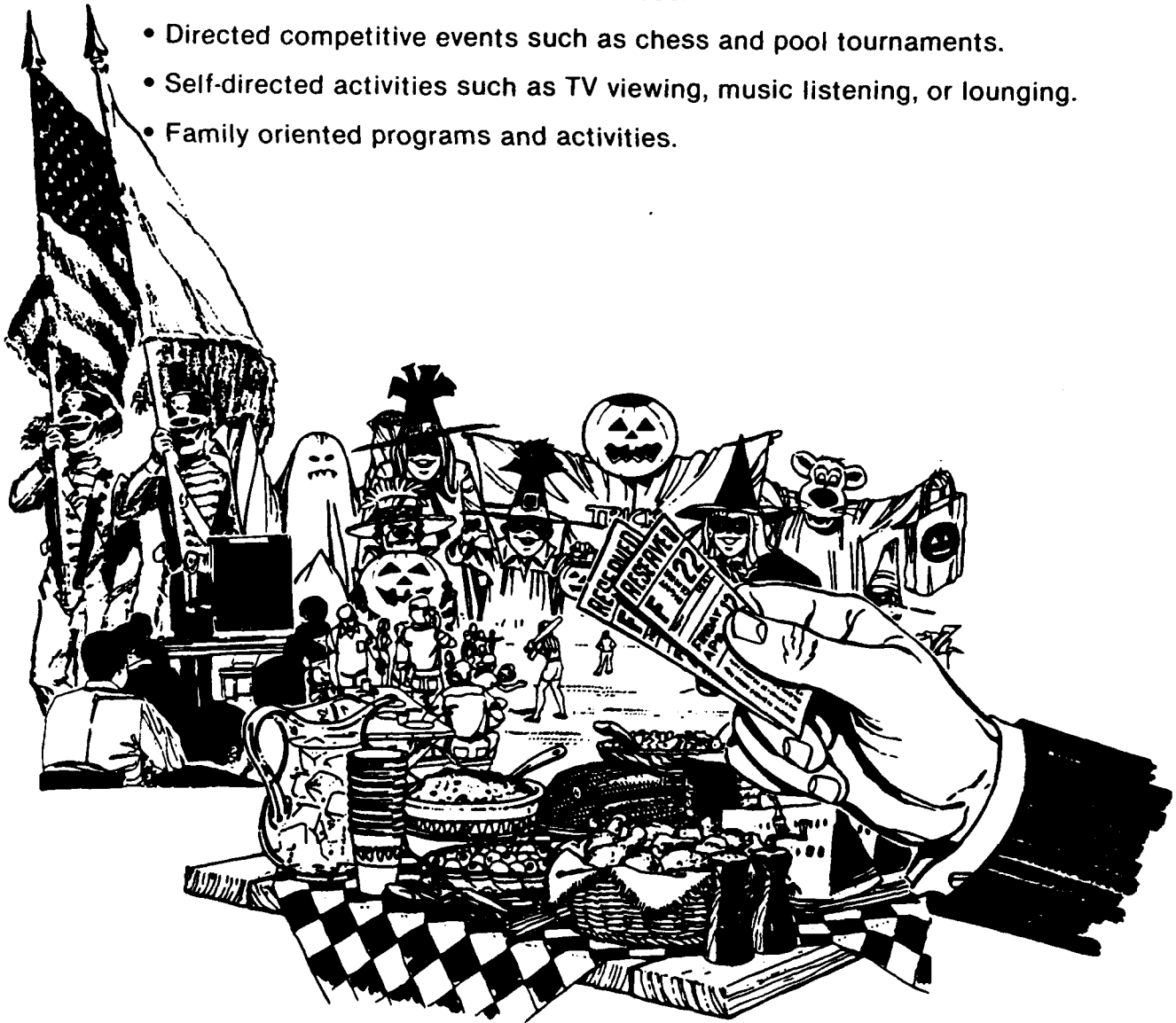
- Provide goods and services for sale to authorized patrons on military installations.
- Assure savings, convenience, and quality.
- Provide support to deployed combat units and ships at sea.
- Operate military clothing stores, troop bakeries, milk products plants, and school lunch programs in support of military personnel and their families.
- Generate earnings through sales to provide a supplementary source of funding for other morale, welfare, and recreation activities.



# COMMUNITY RECREATION

Community recreation programs concentrate on social, educational, cultural, and competitive events. These programs may be on and off base. They include:

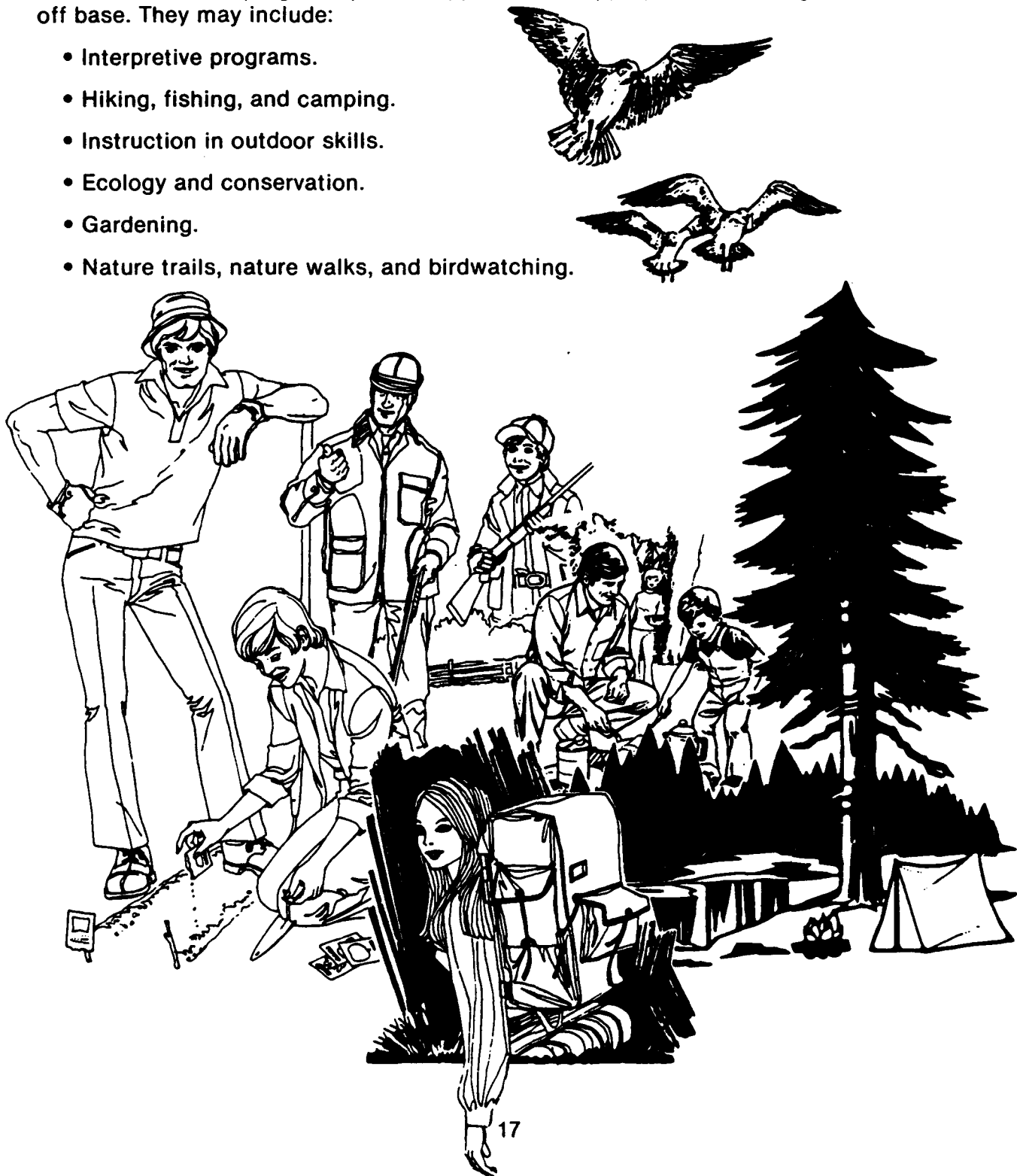
- Directed social activities such as dances and bingo.
- Scheduled special events centered around holidays or theme programs.
- Adult education non-credit classes.
- Ticket and tour and information services.
- Directed competitive events such as chess and pool tournaments.
- Self-directed activities such as TV viewing, music listening, or lounging.
- Family oriented programs and activities.



# OUTDOOR RECREATION

Outdoor recreation programs provide opportunities appropriate to the region both on and off base. They may include:

- Interpretive programs.
- Hiking, fishing, and camping.
- Instruction in outdoor skills.
- Ecology and conservation.
- Gardening.
- Nature trails, nature walks, and birdwatching.



# CHILD CARE



Child care programs provide quality services for children. They include:

- Early Childhood Development.
- Home-based family day care services.
- Hourly care.
- Development programs for infants, toddlers, preschool and school-age children, and those with special needs.
- Quality food service where appropriate.

# YOUTH PROGRAMS

Youth programs provide activities for young family members. They:

- Include organized and self-directed cultural, creative, educational, athletic, and outdoor recreational activities.
- Promote lifetime leisure skills and provide opportunities for active citizenship.
- Promote a wholesome atmosphere for the development of the individual.
- Promote leadership.





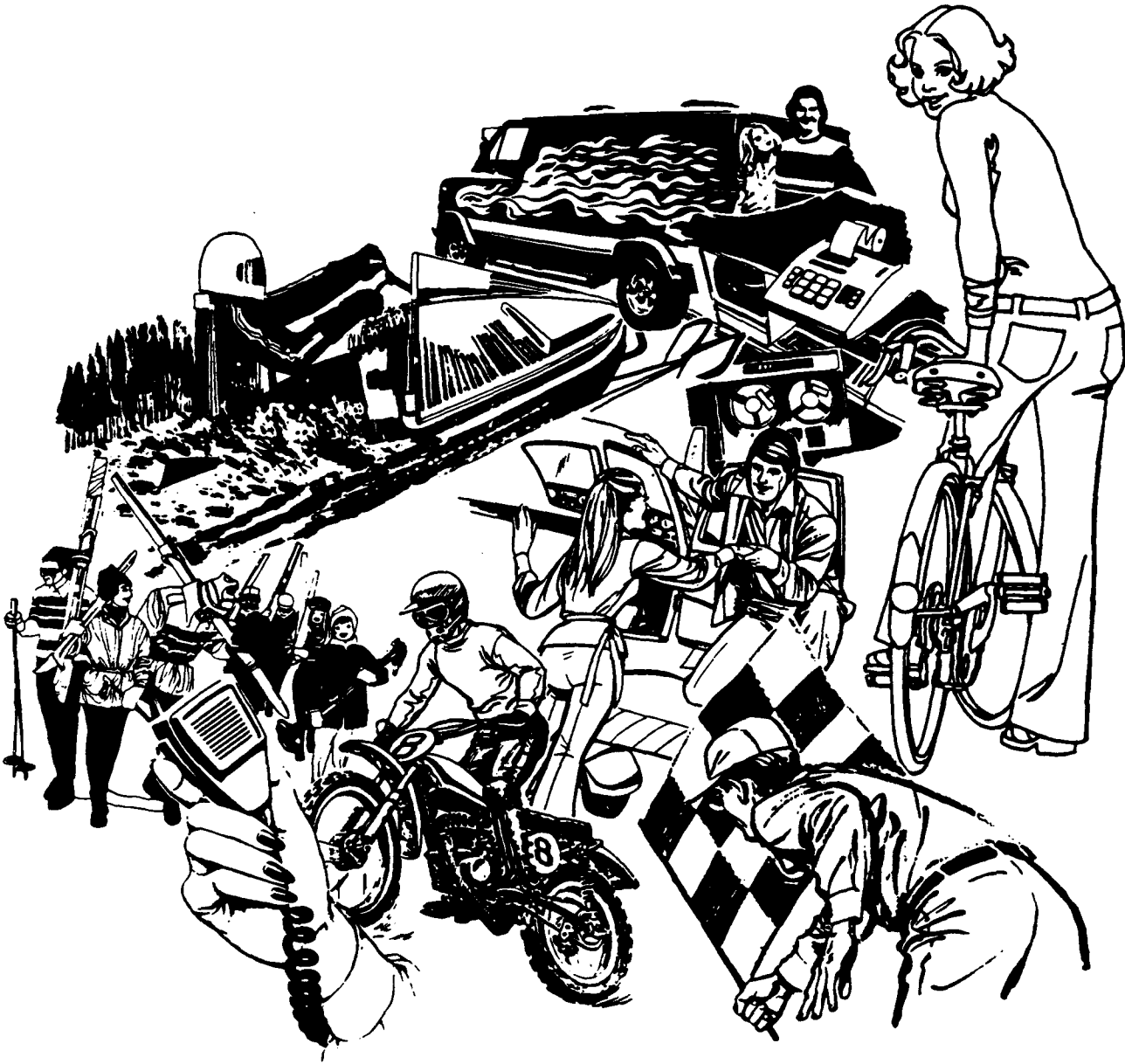
# LIBRARIES

Libraries provide general, technical, research, and academic services and provide collections meeting the needs and interests of the base community. Library services include:

- Base or general libraries that offer reference, technical, recreational, and special library services.
- Extension services to remote locations and specialized collections in support of unique missions.
- Film, art, videotape, record, and periodical collections for personal or career learning or leisure use.
- Support for educational and training needs including military occupational specialty training and dependent education, through academically oriented collections.
- Inter-library loan arrangements with municipal, state, university, and other federal libraries.
- Specific programs designed to improve reading and comprehension skills.



# SPECIAL INTEREST GROUPS



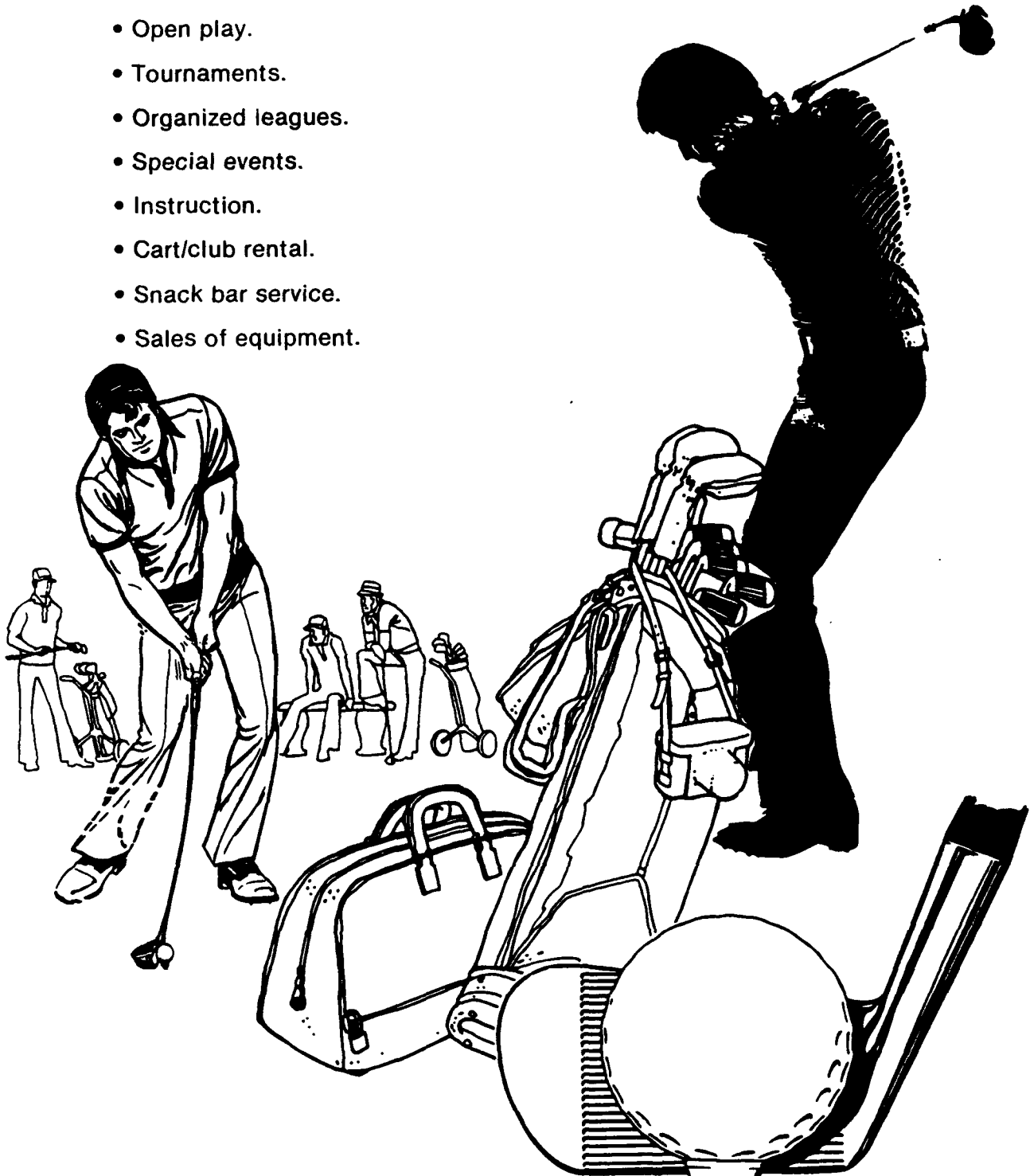
Members of the military community with common interests have the opportunity to form recreational membership clubs and special interest groups. They are supported with:

- Access to available facilities in which to engage in activities appropriate to the club.
- Authorized assistance and appropriate oversight.

# GOLF

Golf provides outdoor social recreation activities and services that include:

- Open play.
- Tournaments.
- Organized leagues.
- Special events.
- Instruction.
- Cart/club rental.
- Snack bar service.
- Sales of equipment.



# AQUATICS



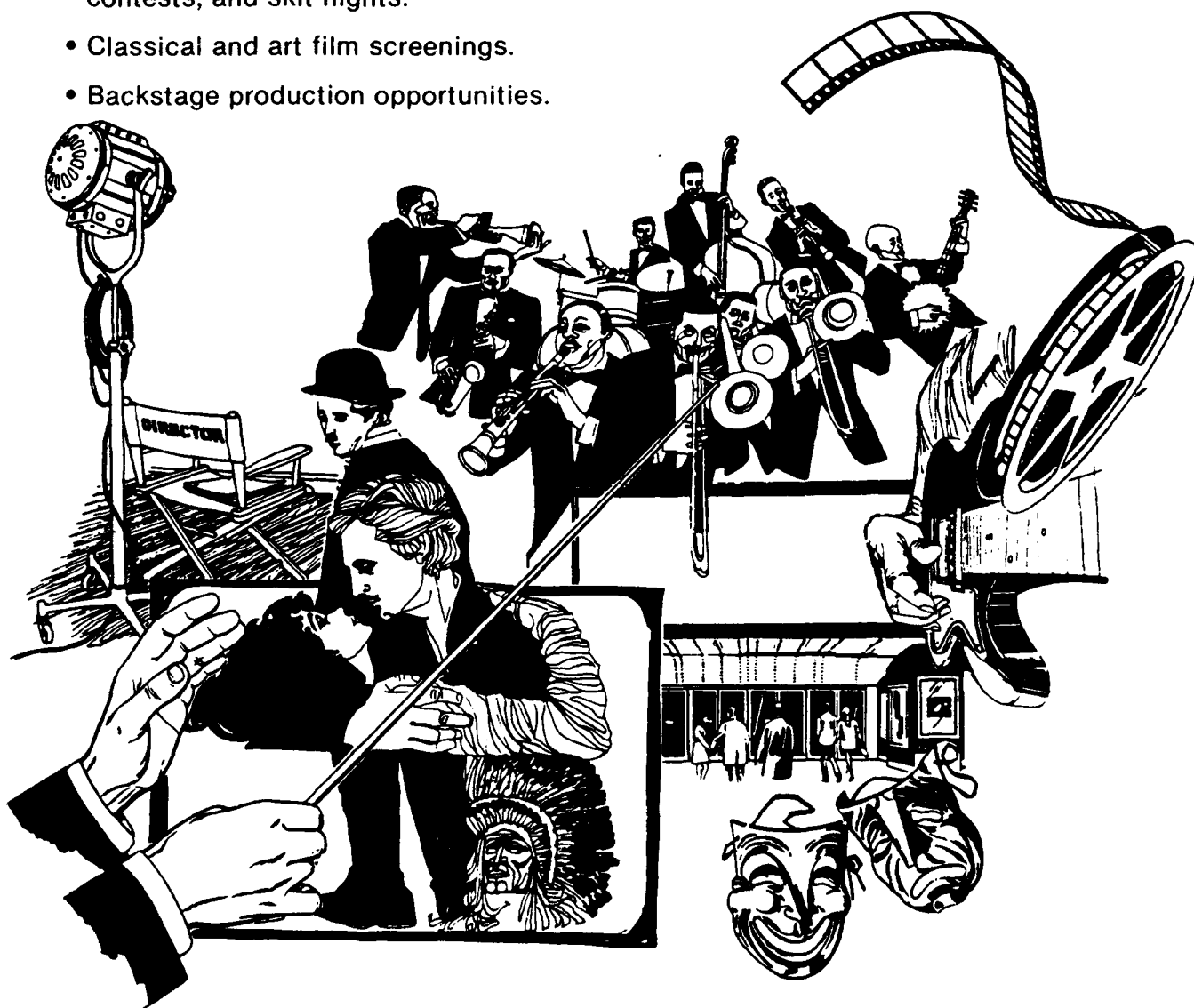
Aquatics programs include not only swimming pools and beaches but related activities such as surfing, small craft boating, water skiing, etc. The primary objective of the aquatics program is to provide an opportunity for **safe** fun in a sanitary facility. Program areas include:

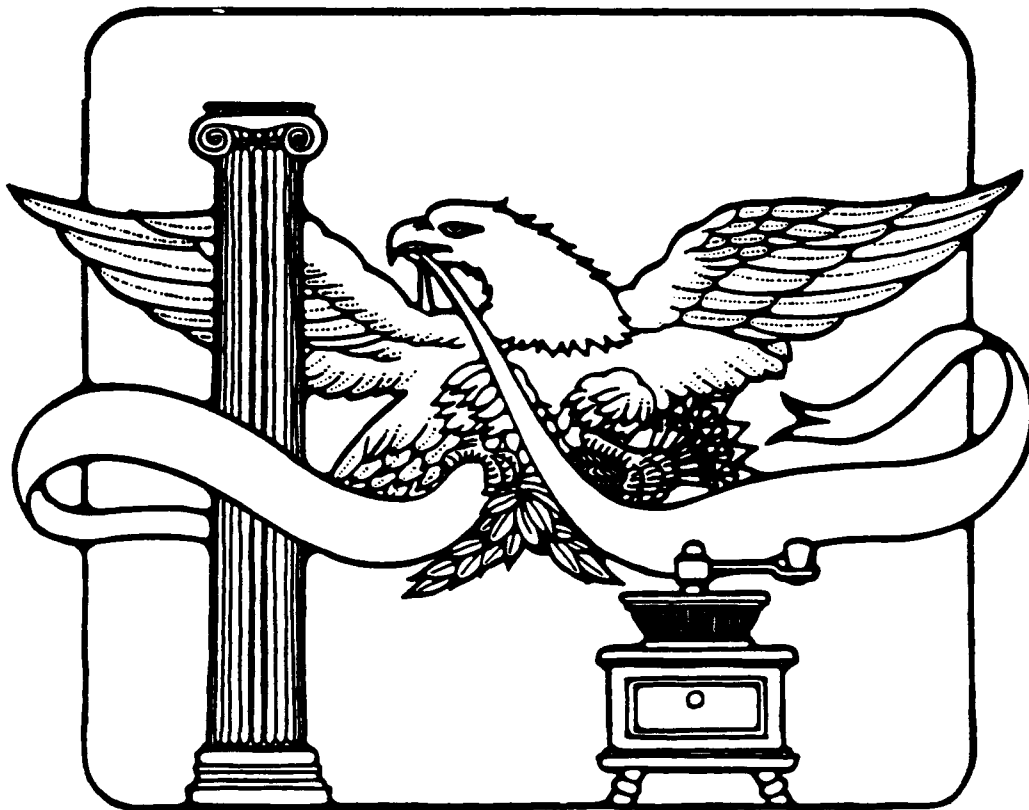
- Open swimming.
- Instruction for all ages.
- Competition including swim teams, synchronized swimming, intermural/ intramural programs.
- Physical fitness emphasis.
- Special events such as pool parties, relays, races, contests, games, holiday events, etc.
- Aesthetically appealing areas for non-swimmers and sunbathers.

# MUSIC AND THEATER ACTIVITIES

Music and theater activities provide military communities access to the performing arts. They include:

- Vocal or instrumental music programs.
- Community theater groups.
- Commercial entertainment and touring shows.
- Dinner theaters.
- Activities for development of individual talent like local productions, talent contests, and skit nights.
- Classical and art film screenings.
- Backstage production opportunities.





## Resources Guide

# **ASSISTANT SECRETARIES FOR MWR PROGRAMS**

## **ARMY**

DEPUTY FOR HUMAN SYSTEMS AND RESOURCES  
ASSISTANT SECRETARY OF THE ARMY  
MANPOWER AND RESERVE AFFAIRS  
WASHINGTON, D.C. 20310

(202) 697-2631/AV 227-2631

## **NAVY/MARINES**

ASSISTANT FOR ADMINISTRATION  
OFFICE OF THE UNDER SECRETARY OF THE NAVY  
WASHINGTON, D.C. 20331

(202) 697-5517/AV 227-5517

## **AIR FORCE**

PRINCIPAL DEPUTY ASSISTANT SECRETARY FOR  
MANPOWER RESOURCES AND MILITARY PERSONNEL  
ASSISTANT SECRETARY OF THE AIR FORCE  
MANPOWER, RESERVE AFFAIRS AND INSTALLATIONS  
WASHINGTON, D.C. 20330

(202) 697-4371/AV 227-4371

# **DEFENSE AGENCIES**

## **DEFENSE COMMUNICATION AGENCY**

MWR TREASURER  
HEADQUARTERS, DEFENSE COMMUNICATION AGENCY  
CODE 670  
WASHINGTON, D.C. 20305  
(202) 692-2824/AV 222-2824

## **DEFENSE LOGISTICS AGENCY**

STAFF ACCOUNTANT  
PERSONNEL DIRECTORATE  
DLA/K BUILDING 3  
CAMERON STATION, VA 22314  
(703) 274-7394/AV 284-7394

## **DEFENSE MAPPING AGENCY**

STAFF ACCOUNTANT  
FINANCE AND ACCOUNTING DIVISION  
HEADQUARTERS, DEFENSE MAPPING AGENCY  
WASHINGTON, D.C. 20305  
(202) 254-4466/AV 294-4466

## **NATIONAL SECURITY AGENCY**

CHIEF  
PERSONNEL, MORALE & WELFARE SUPPORT DIVISION  
ATTENTION M-34  
NATIONAL SECURITY AGENCY  
FT. GEORGE G. MEADE, MD 20755  
(301) 796-6426/AV 235-0111 x 6426



# **ARTS AND CRAFTS**

## **ARMY**

COMMUNITY AND SKILL DEVELOPMENT ACTIVITIES DIVISION  
MORALE SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSA)  
ALEXANDRIA, VA 22331  
(202) 325-9710/AV 221-9710

## **NAVY**

RECREATION DIVISION (N-111)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 20370  
(202) 694-4384/AV 224-4384

## **AIR FORCE**

CHIEF, RECREATION SERVICES BRANCH (HQ AFMPC/MPCSOR)  
DIRECTORATE, MORALE, WELFARE, AND RECREATION  
AIR FORCE MANPOWER AND PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 78150  
(512) 652-4888/AV 487-4888

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MSR)  
WASHINGTON, D.C. 20380  
(202) 694-2950/AV 224-2950

# **AUDIO VISUAL AIDS**

## **ARMY**

AUDIO VISUAL PROGRAM OFFICER  
DEPARTMENT OF THE ARMY  
DAMO-TRS-A  
WASHINGTON, D.C. 20310  
(202) 697-2566/AV 227-2566

## **AIR FORCE**

CHIEF, MWR PERSONNEL RESOURCES BRANCH (HQ AFMPC/MPCSXB)  
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(512) 652-2693/AV 487-2693

## **NAVY**

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## **MARINES**

AUDIO VISUAL MANAGER  
CODE TRS  
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WASHINGTON, D.C. 20380  
(202) 694-8534/AV 224-8534

# **CHILD CARE**

## **ARMY**

CHILD DEVELOPMENT SERVICES DIVISION  
SOLDIER/FAMILY ASSISTANCE DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-PSY)  
ALEXANDRIA, VA 22331  
(202) 325-0710/AV 221-0710

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RECREATION DIVISION (N-1112)  
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NAVAL MILITARY PERSONNEL COMMAND  
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(202) 694-0598/AV 224-0598

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## **MARINE CORPS**

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HEADQUARTERS, U.S. MARINE CORPS  
(CODE MSR)  
WASHINGTON, D.C. 20380  
(202) 694-2950/AV 224-2950

# CIVILIAN REFERRAL OFFICES

## ARMY

### CLUB MANAGEMENT (WORLDWIDE)

PERSONNEL DIVISION

DPCA SUPPORT DIRECTORATE

HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPP)

ALEXANDRIA, VA 22331

(202) 325-6030/AV 221-6030

### LIBRARIAN CAREER PROGRAM

U.S. ARMY CIVILIAN PERSONNEL CENTER

HEADQUARTERS, DEPARTMENT OF THE ARMY (PECC-CMS)

ALEXANDRIA, VA 22332

(202) 325-9572/AV 221-9572

### MORALE SUPPORT ACTIVITIES

For GS Positions in CONUS and Japan:

PERSONNEL DIVISION

DPCA SUPPORT DIRECTORATE

HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPP)

ALEXANDRIA, VA 22331

(202) 325-6030/AV 221-6030

For UA Positions in CONUS and Japan:

U.S. ARMY CIVILIAN PERSONNEL CENTER

HEADQUARTERS, DEPARTMENT OF THE ARMY (PECC-NAF)

ALEXANDRIA, VA 22332

(202) 325-7762/AV 221-7762

For GS and UA Positions in Europe:

EUROPE AND 7TH ARMY

CIVILIAN RECRUITMENT CENTER (AEAGA-CRC)

APO NEW YORK 09403

For GS and UA Positions in Korea:

EIGHTH U.S. ARMY

P.O. BOX 34102

SEATTLE, WA 98124

(206) 764-3821/FTS 399-3821

**AIR FORCE**

CHIEF, MWR PERSONNEL RESOURCES (HQ AFMPC/MPCSXB)  
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RANDOLPH AIR FORCE BASE, TX 78150

(512) 652-2693/AV 487-2693

EMPLOYMENT REFERRAL TAPE

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**NAVY****RECREATIONAL SERVICES**

DIRECTOR NONAPPROPRIATED FUND PERSONNEL  
AND INSURANCE DIVISION (N-113)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 20370

(202) 694-4490/AV 224-4490

EMPLOYMENT REFERRAL TAPE

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**EXCHANGE SYSTEM**

COMMANDER, NAVY RESALE AND SERVICE SUPPORT OFFICE  
FORT WADSWORTH  
STATEN ISLAND, NY 10305

(212) 390-3600

# **CIVILIAN WELFARE AND RECREATION ACTIVITIES**

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ARMY AND AIR FORCE CIVILIAN WELFARE FUND  
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WASHINGTON, D.C. 20310  
(202) 697-4839/AV 227-4839

## **NAVY**

HEAD, STAFFING AND PAY SYSTEMS BRANCH (OP.1410)  
CIVILIAN PERSONNEL POLICY DIVISION  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
WASHINGTON, D.C. 20350  
(202) 695-9154/AV 225-9154

## **MARINES**

HEAD, CIVILIAN PERSONNEL PROGRAM SECTION  
HEADQUARTERS, U.S. MARINE CORPS  
CODE MPC-30  
WASHINGTON, D.C. 20380  
(202) 694-2950/AV 224-2950

# EXCHANGES

## **ARMY AND AIR FORCE**

HEADQUARTERS, ARMY & AIR FORCE EXCHANGE SERVICE  
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DALLAS, TX 75222  
(214) 330-2011/AV 967-1101

## **NAVY**

NAVY RESALE AND SERVICES SUPPORT OFFICE  
FORT WADSWORTH  
STATEN ISLAND, NY 10305  
(212) 390-3600

## **MARINE CORPS**

MARINE CORPS EXCHANGE SERVICE  
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QUANTICO, VA 22134  
(703) 643-1107/AV 278-1107

# **LIBRARIES**

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LIBRARY ACTIVITIES DIVISION  
MORALE SUPPORT DIRECTORATE  
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(202) 325-9701/AV 221-9701

## **NAVY**

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(CNET N-112)  
NAVEDTRAPRODEVCE  
PENSACOLA, FL 32508  
(904) 452-1380/AV 922-1380

## **AIR FORCE**

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(CODE MSR)  
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# **MILITARY ENTERTAINMENT**

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HEADQUARTERS, DEPARTMENT OF THE ARMY  
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(202) 325-9703/AV 221-9703

## **NAVY**

DIRECTOR, NAVY MESS BRANCH N-115  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
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## **MARINES**

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CHIEF, ENTERTAINMENT BRANCH (HQ AFMPC/MPCSOE)  
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RANDOLPH AIR FORCE BASE, TX 78150

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# **ARMED FORCES PROFESSIONAL ENTERTAINMENT**

CHIEF, ARMED FORCES PROFESSIONAL ENTERTAINMENT OFFICE  
MORALE SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSE)  
ALEXANDRIA, VA 22331

(202) 325-9780/AV 221-9780, 81, 82

# **MORALE, WELFARE, AND RECREATION PROGRAMS**

## **ARMY**

DEPUTY THE ADJUTANT GENERAL FOR MORALE,  
WELFARE, AND RECREATION PROGRAMS  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-ZB)  
ALEXANDRIA, VA 22331  
(202) 325-9008/AV 221-9008

## **NAVY**

DIRECTOR, RECREATIONAL SERVICES DEPARTMENT (N-11)  
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DEPARTMENT OF THE NAVY  
WASHINGTON, D.C. 20370  
(202) 694-3975/AV 224-3975

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RANDOLPH AIR FORCE BASE, TX 78150  
(512) 652-6207/AV 487-6207

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MS)  
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(202) 694-2092/AV 224-2092

# **MOTION PICTURE SERVICES**

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MOTION PICTURE SERVICES BRANCH  
HEADQUARTERS, ARMY & AIR FORCE EXCHANGE SERVICE  
ATTN: SV-M  
DALLAS, TX 75222  
(214) 330-2622/AV 967-2622

## **NAVY/MARINE CORPS**

OFFICER IN CHARGE  
NAVY MOTION PICTURE SERVICE  
BLDG. 311  
FLUSHING AVENUE  
BROOKLYN, NY 11251  
(212) 965-5340

# **NON-APPROPRIATED FUND PROCUREMENT**

## **ARMY**

NAF CONTRACTING DIVISION  
DPCA SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPR)  
ALEXANDRIA, VA 22331  
(202) 325-0840/AV 221-0840

## **NAVY**

HEAD, PROCUREMENT BRANCH (N-1161)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 20370  
(202) 694-3931/AV 224-3931

## **AIR FORCE**

CHIEF, AF NAF CONTRACTING DIVISION (HQ AFMPC/MPCSK)  
DIRECTORATE, MORALE, WELFARE, AND RECREATION  
AIR FORCE MANPOWER PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 78150  
(512) 652-6931/AV 487-6931

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MSF)  
WASHINGTON, D.C. 20380

# **OPEN MESS AND PACKAGED BEVERAGE STORES**

## **ARMY**

MWR BUSINESS OPERATIONS DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MBZ)  
ALEXANDRIA, VA 22331  
(202) 325-0840/AV 221-0840

## **NAVY**

DIRECTOR, NAVY MESS BRANCH (N-115)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 2030  
(202) 694-4390/AV 224-4390

## **AIR FORCE**

CHIEF, OPEN MESS DIVISION (HQ AFMPC/MPCSM)  
DIRECTORATE, MORALE, WELFARE, AND RECREATION  
AIR FORCE MANPOWER AND PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 75180  
(512) 652-6312/AV 487-6312

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MSC)  
WASHINGTON, D.C. 20380  
(202) 694-2728/AV 224-2728

# QUALITY OF LIFE

## **ARMY**

COMMUNITY AND FAMILY POLICY DIVISION  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAPE-HRF)  
WASHINGTON, D.C. 20310  
(202) 695-4707/AV 225-4707

## **NAVY**

DIRECTOR, HUMAN RESOURCE MANAGEMENT DIVISION  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS (OP-15)  
ROOM 1070  
ARLINGTON ANNEX  
WASHINGTON, D.C. 20370  
(202) 694-4229/AV 224-4229

## **AIR FORCE**

CHIEF, ORGANIZATION EFFECTIVENESS SECTION  
AF/MPXHM  
WASHINGTON, D.C. 20330  
(202) 694-8279/AV 224-8270

## **MARINE CORPS**

QUALITY OF LIFE MONITOR  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MPH 25)  
WASHINGTON, D.C. 20380  
(202) 694-2895/AV 224-2895

# **RECREATION SERVICES**

## **ARMY**

MORALE SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MS)  
ALEXANDRIA, VA 22331  
(202) 325-9710/AV 221-9710

## **NAVY**

DIRECTOR, RECREATION DIVISION (N-111)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
DEPARTMENT OF THE NAVY  
WASHINGTON, D.C. 20370  
(202) 694-4384/AV 224-4384

## **AIR FORCE**

CHIEF, RECREATION SERVICES BRANCH (HQ AFMPC/MPCSOR)  
DIRECTORATE, MORALE, WELFARE, AND RECREATION  
AIR FORCE MANPOWER AND PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 78150  
(512) 652-3472/AV 487-3472

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MSR)  
WASHINGTON, D.C. 20380  
(202) 694-2950/AV 224-2950

# **SERVICE PERSONNEL OFFICES**

## **ARMY**

COMMANDER  
U.S. ARMY MILITARY PERSONNEL CENTER  
2451 EISENHOWER AVENUE  
ALEXANDRIA, VA 22331

## **NAVY**

COMMANDER  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 20370

## **AIR FORCE**

COMMANDER  
AIR FORCE MANPOWER AND PERSONNEL CENTER (AFMPC/CC)  
DEPARTMENT OF THE AIR FORCE  
RANDOLPH AIR FORCE BASE, TX 78150

## **MARINE CORPS**

COMMANDANT, U.S. MARINE CORPS  
HQ U.S. MARINE CORPS  
CODE MS  
WASHINGTON, D.C. 20380



# **SPORTS, ATHLETIC PROGRAMS, AND OUTDOOR ACTIVITIES**

## **ARMY**

PHYSICAL ACTIVITIES DIVISION  
MORALE SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSP)  
ALEXANDRIA, VA 22331  
(202) 325-9715/AV 221-9715

## **NAVY**

RECREATION DIVISION (N-1113)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 20370  
(202) 694-0596/AV 244-0596

## **AIR FORCE**

CHIEF, SPORTS AND FITNESS BRANCH (HQ AFMPC/MPCSOS)  
DIRECTORATE, MORALE, WELFARE, AND RECREATION  
AIR FORCE MANPOWER AND PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 78150  
(512) 652-3471/AV 487-3471

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MS)  
WASHINGTON, D.C. 20380  
(202) 694-2655/AV 224-2655

# TRAINING MATERIALS

## **ARMY**

### **CHILD CARE**

SOLDIER/FAMILY ASSISTANCE DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-PSY)  
ALEXANDRIA, VA 22331

(202) 325-0710/AV 221-0710

### **OPEN MESS**

MWR BUSINESS OPERATIONS DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MBZ)  
ALEXANDRIA, VA 22331

(202) 325-9703/AV 221-9703

### **RECREATION**

MORALE SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MS)  
ALEXANDRIA, VA 22331

(202) 325-9710/AV 221-9710

### **ALL OTHER PROGRAMS**

DEPUTY THE ADJUTANT GENERAL FOR MORALE,  
WELFARE, AND RECREATION PROGRAMS  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-ZB)  
ALEXANDRIA, VA 22331

(202) 325-9008/AV 221-9008

**AIR FORCE**

CHIEF, MWR PERSONNEL RESOURCES (HQ AFMPC/MPCSXB)  
DIRECTORATE, MORALE, WELFARE, AND RECREATION  
AIR FORCE MANPOWER AND PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 78150  
(512) 652-2693/AV 487-2693

**NAVY**

EXECUTIVE DIRECTOR  
NAVY SPECIAL SERVICES ADMINISTRATIVE AGENCY  
PATUXENT RIVER, MD 20670  
(301) 863-3861/AV 356-3861

**MARINE CORPS**

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MS)  
WASHINGTON, D.C. 20380  
(202) 694-2950/AV 224-2950

# **MORALE, WELFARE, AND RECREATION CONSTRUCTION**

## **ARMY**

NAF CONTRACTING DIVISION  
DPCA SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPR)  
ALEXANDRIA, VA 22331  
(202) 325-0840/AV 221-0840

## **AIR FORCE**

CHIEF, MWR FACILITY REQUIREMENTS AND DESIGN  
BRANCH (HQ AFMPC/MPCSXC)  
DIRECTORATE OF MORALE, WELFARE, AND RECREATION  
HEADQUARTERS, AIR FORCE MANPOWER AND PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 78150  
(512) 652-2587/AV 487-2587

## **NAVY**

RECREATION SUPPORT DIVISION (116)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 20370  
(202) 694-0596/AV 244-0596

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MSC)  
WASHINGTON, D.C. 20380  
(202) 694-2655/AV 224-2655

# **YOUTH PROGRAMS**

## **ARMY**

COMMUNITY AND SKILL DEVELOPMENT ACTIVITIES DIVISION  
MORALE SUPPORT DIRECTORATE  
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSA)  
ALEXANDRIA, VA 22331

(202) 325-9710/AV 221-9710

## **AIR FORCE**

CHIEF, FAMILY ACTIVITIES BRANCH (HQ AFMPC/MPCSO)  
DIRECTORATE, MORALE, WELFARE, AND RECREATION  
AIR FORCE MANPOWER AND PERSONNEL CENTER  
RANDOLPH AIR FORCE BASE, TX 78150

(512) 652-4045/AV 487-3471

## **NAVY**

RECREATION DIVISION (111)  
RECREATIONAL SERVICES DEPARTMENT  
NAVAL MILITARY PERSONNEL COMMAND  
WASHINGTON, D.C. 20370

(202) 694-0596/AV 224-0596

## **MARINE CORPS**

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION  
HEADQUARTERS, U.S. MARINE CORPS  
(CODE MSR)

WASHINGTON, D.C. 20380

(202) 694-2655/AV 224-2655